

Firms compete for Wedges 2-5 contract

Renovate Wedges 2-5.

Prepare the unfinished Basement/Mezzanine for future occupation.

Execute within budget and schedule.

This is your mission, should you choose to accept it.

This was the challenge issued on April 19, 2000, when a Request for Qualifications went out to potential design-build teams to propose on the Pentagon's remaining four million square feet of unrenovated above-ground space. Seven teams answered the call and, after a thorough selection process, three teams remain. They are:

The Hensel Phelps team, consisting of Hensel Phelps Construction Co., Shalom Baranes Associates, HDR Architecture, MC Dean, Studio Architecture, and Southland Industries; Pentagon Design-Build, Inc., consisting of Clark Construction Co., Ai, Gilford Corp., and Flack and Kurtz; and Team One, consisting of Dick Corporation, Barton-Malow, and Leo A. Daly.

One of these three teams will have the daunting task of working around 20,000 people while removing approximately 400 million pounds of debris from the remaining four wedges, including 100 million pounds of hazardous material. After



Wedges 2 through 5 encompass four million square feet of space, equivalent to two Empire State Buildings.

providing temporary utilities to keep the existing areas of the Pentagon operational and completing the demolition and abatement process, the contractor will be responsible for the design and build-out of new tenant space. In addition to the installation of all new plumbing, electrical, heating and air conditioning systems, this will include the introduction of building elements such as new elevators and escalators and automated building controls. Energy efficient, thermal-insulated and blast resistant windows will be installed along with other security upgrades. The building will be brought up to code to be compliant with the Americans with Disabilities Act, and the permanent connector tunnel to the new Remote Delivery Facility will be constructed. In addition, the Defense Secre-

taries and command centers will need to be relocated while remaining operational at all times.

The size and complexity of the task at hand means that business as usual is not an option. The Pentagon Renovation Program is transforming the construction industry's approach to acquisition with its design-build contracting methods. One of the three teams listed earlier will receive a fixed price incentive-based contract with an award fee, evaluated on best value with the focus on past performance and technical and management approaches. This is contrary to the traditional acquisition approach, which is a fixed-price award, based on the lowest bid. Each team is given the Renovation Program's performance criteria that tell the contractor functional requirements and goals and allows them to determine the best approach to complete the job. This approach tends to maximize innovation and flexibility on the part of the contractor as opposed to prescriptive specifications that tell the contractor how the job must be done.

The Renovation Program's innovative acquisition approach has brought in several firms previously uninterested in federal construction work. Design, construction, and moves will be phased one wedge at a time using the design-build approach. It is anticipated that the design-build approach, with the award fee element, will foster a cooperative work environment between the contractor and client. This will produce a superior interactive planning process that introduces constructability into the design and leads to more realistic pricing, less changes and economical performance. All of this adds up to increased profit for the contractor, increased savings for the taxpayer and a higher-quality product.

Requests for proposals were released on January 15, 2001, and the contract award is scheduled for June 2001. Dependent upon the completion of Wedge 1, Wedge 2 should be vacated and ready for demolition and abatement just five months after contract award.



Members from one of three design-build teams competing for the Wedges 2 through 5 contract inspect design drawings in Wedge 1 during a recent tour of renovation activities.

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